

CITY OF SAN DIEGO COMMISSION FOR ARTS AND CULTURE

CITY OF SAN DIEGO  
COMMISSION FOR  
ARTS AND CULTURE



EY! 2007

# Creative Communities San Diego:

CELEBRATIONS, FESTIVALS,  
NEIGHBORHOOD ARTS AND  
INNOVATIVE EXPERIENCES

Guidelines and Application



City of San Diego  
Commission for Arts and Culture

**CREATIVE COMMUNITIES SAN DIEGO**  
FY 2007 Guidelines and Application

**DEADLINE: March 3, 2006**

**The FY2007 Organizational Support Program application deadline is Friday, March 3, 2006. The application must be hand-delivered to the Commission office by 5pm or postmarked by that date.**

The application plus the required attachments must be complete at the time of submission. No new or revised application information will be accepted after the deadline. Late applications and applications that are determined to be incomplete will not be accepted; there are no exceptions. We strongly recommend that you either hand-deliver or send material "return-receipt requested." Without proof of mailing from the delivery service, the Commission will not accept applications that are delayed or lost in the mail.

The Commission will not accept any application material by electronic transmission (e.g. fax or email) unless requested by Commission staff.

If you have questions or need technical assistance, please contact us:

Mail: The City of San Diego Commission for Arts and Culture  
1010 Second Avenue, Suite 555  
San Diego, CA 92101-4998  
Attn: Felicia Shaw, Program Manager

Website: [www.sandiego.gov/arts-culture](http://www.sandiego.gov/arts-culture)

Phone/Fax/Email: Felicia Shaw, Program Manager  
619-533-3063 / 619-533-3788 (fax)  
[fshaw@sandiego.gov](mailto:fshaw@sandiego.gov)

**CITY OF SAN DIEGO  
COMMISSION FOR ARTS AND CULTURE**

***VIBRANT CULTURE: VIBRANT CITY***

**MISSION**

The mission of the City of San Diego Commission for Arts and Culture is to vitalize the community by integrating arts and culture into community life, supporting the region's cultural assets, and showcasing San Diego as an international tourism destination.

**PURPOSE**

The Commission seeks, through its recommendations to the Mayor and City Council, to promote and increase support for the literary, performing and visual arts. The Commission also seeks to support organizations that educate and expose the public to a rich and diverse range of artistic and cultural expressions. The Commission will advocate strongly for a substantial increase in funding for arts and culture from the City of San Diego, from the private sector, and from local, regional, state and federal governments. It seeks to develop and implement the arts in public places throughout the neighborhoods of the City of San Diego and to persuade the private sector to include the arts in private development.

The policies and programs of the Commission seek to strengthen the involvement and input of artists in cultural planning, to reflect the cultural diversity of the people it serves, and to foster local, national and international cultural understanding.

**Mayor, City of San Diego**

Jerry Sanders

**San Diego City Council**

Scott Peters

Anthony Young

Brian Maienschein

Donna Frye

Jim Madaffer

Toni Atkins

**Staff, Commission for Arts and Culture**

Victoria L. Hamilton, Executive Director

Linda Sokol, Executive Secretary

Felicia Shaw, Program Manager

Dana Springs, Public Art Prog. Administrator

Nigel Brookes, Arts Management Associate

Teresa Holm, Contracts Coordinator

**Commissioners,**

**Commission for Arts and Culture**

Vivian Reznik, Chair

Claire Anderson

Dorothy Annette

Jo Abbey Briggs

Courtney Ann Coyle

Jeff Dunigan

Vicki Estrada

Joyce Gattas

Aida Mancillas

Steve Miller

Bennett Peji

Randy Robbins

Faye Russell

Iris Strauss

Calvin Woo

**COMMISSION FOR ARTS AND CULTURE**

1010 Second Avenue, Suite 555

San Diego, CA 92101-4998

Telephone: 619/533-3050

Fax: 619/533-3788

Website: [www.sandiego.gov/arts-culture](http://www.sandiego.gov/arts-culture)



**TABLE OF CONTENTS**

**GUIDELINES**

|   |    |
|---|----|
| Program Overview.....                   | 3  |
| About the Transient Occupancy Tax ..... | 4  |
| Intended Outcomes.....                  | 4  |
| Project Examples .....                  | 4  |
| Applicant and Project Eligibility ..... | 5  |
| Funding Restrictions .....              | 6  |
| Other Requirements.....                 | 6  |
| What Happens to Your Application.....   | 7  |
| Appealing Your Rank .....               | 9  |
| Funding Policies and Procedures .....   | 9  |
| Allocations Agreement .....             | 9  |
| Definitions.....                        | 10 |

**APPLICATION AND INSTRUCTIONS**

|   |    |
|---|----|
| Application Instructions .....                | 12 |
| Basic Application Information.....            | 13 |
| Mission Statement, Goals and Objectives ..... | 14 |
| Narrative .....                               | 15 |
| Audience and Visitor Information .....        | 17 |
| Required and Optional Support Materials.....  | 18 |
| Budget Summary Overview .....                 | 19 |
| Budget Summary Instructions .....             | 20 |
| Income Summary .....                          | 22 |
| Expense Summary .....                         | 23 |
| Budget Notes.....                             | 24 |
| Application Checklist.....                    | 25 |
| Packaging Instructions .....                  | 26 |



# **GUIDELINES**





## PROGRAM OVERVIEW

**Creative Communities San Diego (CCSD)** (formerly Festivals and Celebrations and the Neighborhood Arts Program) supports projects that provide access and increase opportunities for San Diego residents and visitors to participate in arts and culture and to exercise their creative abilities. These projects enrich the lives of the people of San Diego and build healthy, vital neighborhoods.

CCSD projects include, but are not limited to festivals, parades and other annual celebrations, public art, “happenings”, and a broad range of activities and events that enable diverse populations to engage in quality arts and culture experiences together.

**In general, eligible CCSD projects may have any of these basic characteristics:**

### **CCSD projects...**

- feature art and culture among many activities
- are small or mid-sized in scale and budget and are intended to benefit a single community or neighborhood. A limited number of CCSD projects may also be regionally significant events that generate Transient Occupancy Taxes and other revenue. **Note: These applicants must respond to additional criteria.**
- are one-time only events or intended to recur annually
- result in finished products that are temporary or permanent

**Highly competitive CCSD projects may also have one or more of these specific characteristics:**

- Projects include art and culture as prominent components; its inclusion is based upon a criteria of artistic excellence and merit
- Projects are imaginative and unique, set apart from others by the use of creative and innovative approaches or methods
- Projects enable participants to gain a deeper understanding of art and culture and the creative process
- Projects increase social capital, by enabling residents and a diversity of for-profit, non-profit and government entities to work together, collaboratively and cooperatively
- Projects increase cross cultural or inter-generational dialogue and interaction among residents
- Projects enhance neighborhood or community pride and identity
- Projects raise the visibility of San Diego as a desirable place in which to live, visit and do business
- Projects use profits to build and grow and to reinvest into City of San Diego communities and neighborhoods
- Projects advance the City's economy by demonstrating a measurable impact on TOT

## ABOUT THE TRANSIENT OCCUPANCY TAX

Funding for CCSD is derived from the Transient Occupancy Tax (TOT). The purpose of the TOT is to advance the city's economic health by promoting the City of San Diego as a visitor destination in the national and international marketplace. The TOT also supports programs that increase hotel occupancy and attract industry, resulting in the generation of TOT and other revenue; it develops, enhances and maintains visitor-related facilities, and supports the City's cultural amenities and natural attractions.

Council Policy 100-03 provides a set of uniform guidelines and conditions and criteria governing the application for, and allocation of TOT funds to private nonprofit organizations for the purpose of supporting their ongoing operational expenses and/or their sponsorship of special events. A copy of Council Policy 100-03 can be downloaded from the City of San Diego website at [www.sandiego.gov](http://www.sandiego.gov).

## INTENDED OUTCOMES

The Commission believes that the most successful programs have measurable, positive outcomes that improve the quality of life for residents throughout San Diego neighborhoods. When completed, your project should have achieved one or more of the outcomes listed below:

- The project increased participation in arts and culture by making quality arts and culture activities more available and accessible in city of San Diego neighborhoods
- The project encouraged people of diverse backgrounds and ages to share their heritage and culture
- The project contributed to the strengthening of communities by promoting neighborhood pride
- The project provided opportunities for economic development and reinvestment

## PROJECT EXAMPLES

CCSD applicants are encouraged to present a single, straight forward project idea, such as...

- **A project that celebrates community life and brings people together** – such as a festival, parade, street fair, “a happening”, or other public event
- **A project involving one or more artistic disciplines** – such as music, dance, theater, literature, media, visual arts and folk and traditional arts
- **A project held in a conventional public location** – such as a museum, arts center, performance hall; **or alternative setting** – such as a park, library, housing development, senior center, street corner, transit stop or warehouse
- **A project that nurtures, reforms and heals** – such as arts and disabilities, arts in social services, arts in healing, arts in corrections, or intergenerational programs
- **A project that educates and informs** – such as a workshop, avocational training program, or artist apprenticeship
- **A project that inspires and mobilizes communities to action** – such as arts-based community organizing, arts and human rights, arts and the environment
- **A projects that builds and improves** – such as urban design and planning, “Mainstreet” programs, cultural tourism and art in public places

**APPLICANT AND PROJECT ELIGIBILITY**

**Applicants must meet the following eligibility requirements:**

**I. Nonprofit Status**

**A) Apply as a nonprofit organization**

The applicant must be a nonprofit and tax exempt organization according to the Internal Revenue Service and/or the California State Franchise Tax Board. Proof of eligibility (IRS or California Franchise Tax Board letter of exemption) under this rule is required at the time of application.

**B) Apply under the fiscal sponsorship of a nonprofit organization**

An eligible nonprofit fiscal sponsor must meet all of the legal requirements of a nonprofit applicant as described above. Additionally, the fiscal sponsor must be able to fulfill the following responsibilities:

- a) The fiscal sponsor must be based in San Diego County
- b) The fiscal sponsor must be ready, willing and able to enter into a contractual relationship with the Commission if the application is funded
- c) The fiscal sponsor must be able to establish accounting systems that keep the applicant's project funds discreet and separate from the fiscal sponsor's funds.

**II. Track Record**

Applicants must possess, at a minimum, a complete three-year track record of operations prior to the application deadline. However, the proposal can be a new project for the applicant.

**III. Financial Capacity (Matching Requirements):**

Applicants with project budgets over \$30,000 must be able to match City funding at a 3:1 ratio; for every \$1 the City invests, the applicant must match that support with \$3 in cash funding. Applicants with project budgets \$30,000 or less must match City funding at a 2:1 ratio and up to 50% of the cash match may consist of in-kind donations.

**IV. Projects must meet these eligibility requirements:**

**A) Location:**

CCSD projects must take place within the San Diego City limits.

**B) Scheduling:**

Under these guidelines, eligible project activities must occur between July 1, 2006 and June 30, 2007.

## FUNDING RESTRICTIONS

### Ineligible CCSD applicants are:

- Universities, community colleges, school districts, and private educational enterprises
- Organizations whose primary purpose is grant making
- Commercial (for-profit) enterprises
- Organizations that receive any other City of San Diego TOT funds

### Ineligible CCSD projects are:

- Projects that are not physically accessible to the public and people with disabilities
- Projects that conduct religious or political activity
- Competitions, contests, pageants or awards programs to honor or recognize achievement
- Activities taking place in schools, during normal school hours and are designed to supplant existing in-school arts instruction
- Ticket subsidy programs

### CCSD funds will not reimburse the following types of expenditures:

- The purchase of alcoholic beverages, travel, meals, lodging or entertainment expenses
- The purchase of awards, trophies, gifts or uniforms
- Capital or equipment outlay
- Trusts, endowments or for the build up of any other cash reserves

## OTHER REQUIREMENTS

### One Application Limitation:

CCSD applicants may submit only one proposal for one project. Applicants may not apply to the following City of San Diego funding programs during the same fiscal year: City of San Diego Commission for Arts and Culture's Organizational Support Program or the Economic Development Department's Economic Development and Tourism Support Program. To avoid disqualification for submitting multiple applications, please consult the guidelines or City staff for each of these programs to determine which one may be best for you before applying.

### Admission Fees:

If the applicant intends to charge fees for admission to or participation in an event or program, the applicant must include a disclosure of all such fees.

### The DUNS Number:

Applicants to all Commission programs are required to provide a DUNS number. What is a DUNS number? Dun and Bradstreet (D&B) is a company that provides business information for credit, marketing, and purchasing decisions. Its "data universal numbering system," known as DUNS, issues unique 9-digit numbers that are used by businesses and the federal government to keep track of more than 70 million businesses and individuals world-wide. Some entities, such as states and universities, will also have what is known as "DUNS + 4," which is used to identify specific units within a larger entity.

## FY2007 CREATIVE COMMUNITIES SAN DIEGO

Why do I need a DUNS number? There are two reasons that it is important for all of the nation's arts and culture organizations to secure a DUNS number. First, the federal government (including the National Endowment for the Arts) has recently adopted a new policy that requires organizations to provide a DUNS number as part of their grant applications and proposals, and many state and local arts agencies are already doing the same. Second, Americans for the Arts has developed a powerful geo-political advocacy tool—the Creative Industries project—that uses the DUNS number to identify each for-profit and nonprofit arts-related business and artist in the country. The more accurate the information is, the more successful our combined efforts to increase public awareness of the scope of the U.S. arts industry will be.

How do I find out if I already have a DUNS number? If you aren't sure, your accountant may know and be able to provide your DUNS number if you already have one. If you still aren't sure, call a Dun & Bradstreet operator (1.866.705.5711). Additionally, you can visit: [http://www.dnb.com/US/duns\\_update/index.html](http://www.dnb.com/US/duns_update/index.html) and use the "Are you already in D&B's database?" search feature on the right side of the page.

What's the easiest way to get a DUNS number if I need one? You can request a DUNS number from Dun & Bradstreet either by phone (1.866.705.5711) or on the Internet. Bear in mind that you can only request a free DUNS number over the phone if you are a federal contractor or federal grant applicant. For all others, securing a DUNS number is free by registering online. Visit Dun & Bradstreet's web site at: <https://eupdate.dnb.com/requestoptions/government/ccrreg/> for detailed information. The process is free and takes only minutes to complete.

## WHAT HAPPENS TO YOUR APPLICATION

### BEFORE THE APPLICATION DEADLINE:

#### Assistance with your Application:

First-time applicants or returning applicants with new projects are strongly encouraged to consult with staff prior to submitting an application. Although, receiving technical assistance does not guarantee funding, most applicants say that it helps them develop more competitive proposals and more successful projects. Technical assistance may include one or all of the following: attending a group workshop, attending a one-on-one consultation, having a telephone consultation, faxing or e-mailing questions or drafts for review.

#### Site Visits:

Site visits help the Commission evaluate the progress and success of funded projects, but is not used to determine the merit of a project as part of the application review process. Applicants may receive site visits prior to the application deadline or during the project period. Commission staff, Commissioners, or other qualified volunteers may conduct the site visits.

### AFTER THE APPLICATION DEADLINE:

#### Staff Review:

Commission staff will review your application for eligibility and completeness. Ineligible applications will be disqualified and pulled from the review process. At the discretion of staff, an eligible but incomplete application may be reviewed by the panel "as is." Applicants will not be notified if their applications are incomplete, but incomplete applications may be significantly downgraded in rank.

## FY2007 CREATIVE COMMUNITIES SAN DIEGO

### THE PANEL MEETING:

Your application is next evaluated by a panel. Panelists include Arts and Culture Commissioners and other community representatives with expertise in areas such as nonprofit management, community arts, event planning, community development, youth services and education. To the best of the Commission's ability, the panel will reflect the diversity of the populations to be served. Panel meetings are open to the public. (For a complete overview of the panel process, you may download a copy of the Panel Handbook from the Commission's website at [www.sandiego.gov/arts-culture](http://www.sandiego.gov/arts-culture).)

The panelists evaluate all applications individually and as a group based on:

- Completeness, accuracy and overall quality of the application
- Project budget and how accurately it supports the project goals and objectives
- Quality of the responses to the application review criteria
- Quality of the required and non-required support materials

**Note to returning applicants:** All organizations must be in good standing with current contracts at the time of application. Non-compliance with any terms and conditions could result in the disqualification of funding requests.

### RANKING:

In **Round One**, panelists "vote" on each application according to the four-point ranking system described below. Each rank is assigned a numerical equivalent and averaged for an initial ranking.

In **Round Two**, applicants are clustered by rank from the highest to lowest rank. Rank adjustments may take place when the panel finds that an applicant is clearly out of place within the cluster.

### FOUR POINT RANKING SYSTEM

The Commission has adopted a ranking system that is consistent with all its TOT allocation processes:

The ranks of 4 (4, 4-) designate an applicant as the highest priority for funding. Applications ranked "4" are considered to be "model" in stature, and, given the nature of the project and the resources of the community, etc., meet all the review criteria to the highest degree possible. If there are no "model" applications, no "4" rankings should be given; this is not a grading curve, but a rarefied achievement of perfection given the criteria.

The ranks of 3 (3+, 3, 3-) are considered good. Some improvement or development is needed.

The ranks of 2 (2+, 2, 2-) are considered marginally fundable. Funding, if available, may be awarded once all the "4" and "3" applications are awarded funding. These applications have some merit, but do not meet the criteria in a strong or solid way.

The rank of 1 is not fundable under any circumstance; inappropriate for Commission support; extremely marginal in quality, etc. This application would not receive funding even if funding were available. Ineligible applications also receive a rank of 1, but the applications are not reviewed by a panel.

## APPEALING YOUR RANK

Notes from the panel discussion are taken by staff and later transcribed and mailed to the applicant with instructions for appeal. Written appeals may be made after the preliminary ranking and notification period. In a public hearing, the panel considers appeals and votes on final rank recommendations. Appeals may be based on two possible grounds:

- A misstatement by the review panel of factual information contained in the application such that it negatively influenced the panel's evaluation of the applicant's request for funding; and/or
- Incorrect processing of the required application materials such that it negatively influenced the panel's evaluation of the applicant's request for funding.

**Note:** Dissatisfaction with an application's denial or rank is not sufficient grounds for an appeal. The appeals process is not a forum for correcting information that was incorrectly stated in, or omitted from, the application.

## FUNDING POLICIES AND PROCEDURES

### Funding Formula:

The Commission uses a mathematical formula to determine funding recommendations. The applicants' ranks, the amount of funding available, and the total amount of requests for funding are among many factors in the formula that will determine the amount of funding to be awarded to each organization. CCSD funding is subject to annual City appropriations and the availability of funds. There is no guarantee that every neighborhood or project can be served by the funds available.

### Funding Committee:

The Funding Committee, whose members are appointed by the Commission Chair, approves the results of the panel evaluation, reviews the funding recommendations and makes funding recommendations to the Executive Committee and then to the full body of the Commission for approval. Final approval and notification is made during the City's annual budgeting process.

Note to Returning Applicants: Contractors approved for funding must have complied with all previous contractual obligations with the Commission, if applicable. Failure to comply with previous final reporting requirements may cause funds to be withheld until conditions are met.

## ALLOCATIONS AGREEMENT

A full disclosure of City requirements as they relate to the City of San Diego Commission for Arts and Culture are detailed in the Allocations Agreement. The Agreement details the terms and obligations of all parties and once finalized authorizes the release of funds to the Contractor. Organizations and their fiscal sponsors are encouraged to review the Agreement prior to submitting an application to insure that compliance is possible. A copy of the boilerplate document may be found on the Commission's website at [www.sandiego.gov/arts-culture](http://www.sandiego.gov/arts-culture).

## DEFINITIONS

**ACCESS:**

Efforts which enable and encourage individuals to take advantage of arts and culture programs that they may not otherwise participate in due to economic, physical or geographic constraints or cultural differences.

**APPLICANT:**

An eligible, legally constituted nonprofit organization responsible for implementing the project according to the terms of the contract. Fiscal responsibility may default to the fiscal sponsor when the applicant has not acquired tax-exempt status. Applicants become "Contractors" after an Agreement is approved.

**ART:**

Art includes (but is not limited to) dance, design, folk art, literature, media arts, music, opera, musical theatre, theatre and visual arts. As applied in the funding process, art is the development and presentation of artistic elements in a manner that reflects levels of quality, accessibility, diversity and financial stability.

**COMMUNITY:**

Community describes a unit of social organization based on some distinguishing characteristic of affinity: proximity (the North Park community), belief (the Jewish community), ethnicity (the Latino community) profession (the medical community) or orientation (the Gay community).

**CULTURE:**

Culture in its broadest, anthropological sense includes all that is fabricated, endowed, designed, articulated, conceived or directed by human beings, as opposed to nature. Culture includes both material elements (buildings, artifacts, etc.) and immaterial ones (ideology, value systems, and languages).

**DIVERSITY:**

Diversity refers to differences in race, gender, ethnicity, age, socioeconomic class, religion, sexual orientation, skills and abilities, and politics among other qualities. It can be described in a multitude of ways, some less visible than others. This by no means excludes a particular category. "Cultural diversity" can be described as the values, practices, patterns and customs of a group of people or society.

**ETHNIC:**

Groups within a cultural and social system that claim or are accorded distinction on the basis of variable religious, linguistic or ancestral characteristics.

**HAPPENINGS:**

An improvised, often spontaneous spectacle or performance, especially one involving audience participation.

**INKIND CONTRIBUTIONS:**

In-kind contributions are the value of services donated to the applicant as volunteer staff time or goods and services donated by vendors at no cash expense to the applicant.

**NEIGHBORHOOD:**

The geographically defined are within the City of San Diego where programs and services are provided and outreach activities are targeted. The boundaries of neighborhoods are sometimes better defined by neighborhood residents than by police or city maps. City Council districts may also define project neighborhood boundaries.

**OUTREACH:**

Outreach activities expose the broadest sector of the community to arts and culture programs and services. It means getting to know the sectors (youth, seniors, disabled, ethnic groups), what their interests may be and how to engage them in the work of the project.



## **FY2007 CREATIVE COMMUNITIES SAN DIEGO**

### **PARTICIPANTS:**

The direct recipients and users of the project activities: youth and their parents, seniors, the homeless, apprentice artists, etc. Not to be confused with “audiences or visitors” - people who may attend CREATIVE COMMUNITIES SAN DIEGO activities or culminating events as guests, but are not actively engaged in the project.

### **PROJECT:**

The arts and culture activity proposed by the applicant for funding; it should address the goals of CREATIVE COMMUNITIES SAN DIEGO. The project characteristics and components – who it serves, how and what services it provides and who the primary service providers are – define the project, not the project name, fiscal sponsor, community partner or applicant organization.

### **QUALITY:**

Quality is the result of high intention, sincere effort, intelligent direction and skilful execution; it represents the wise choice of many alternatives.



# **APPLICATION AND INSTRUCTIONS**



**APPLICATION INSTRUCTIONS**

Follow these directions carefully when completing the APPLICATION PACKET.

- Each page should be labeled with the applicant organization name at the top.
- Maintain margins of at least 1". It is important to leave enough space between lines and in the margins to make the information legible.
- Use at least a 12-point font. It is important to make it easy for the reviewer to read what you have written.
- Do not exceed the number of allowable pages.
- Use headings when possible to label sections.
- Proofread your work for grammatical and typographical errors.
- Provide a brief description of any audio/visual samples to be viewed, such as performance name, date, site, etc. . . Do not send originals as items will not be returned.
- Include 1 original and 12 sets of copies of all required and non-required materials and package each in labeled and separate envelopes.



FY2007 CREATIVE COMMUNITIES SAN DIEGO

**BASIC APPLICATION INFORMATION**

PROJECT TITLE: \_\_\_\_\_

APPLICANT: \_\_\_\_\_

ADDRESS: \_\_\_\_\_  
Street/PO Box City Zip

PHONE: \_( ) \_\_\_\_\_ FAX: \_( ) \_\_\_\_\_ E-MAIL: \_\_\_\_\_

PRIMARY CONTACT PERSON/ TITLE: \_\_\_\_\_

AUTHORIZED  
SIGNATURE: \_\_\_\_\_

Print Name and Sign Date

DUNS NUMBER \_\_\_\_\_ (See page # for details)

Note: If you are not a tax-exempt nonprofit organization, this application must include a fiscal sponsor.

FISCAL SPONSOR: \_\_\_\_\_

ADDRESS: \_\_\_\_\_  
Street/PO Box City Zip

PHONE: \_( ) \_\_\_\_\_ FAX: \_( ) \_\_\_\_\_ E-MAIL: \_\_\_\_\_

PRIMARY CONTACT PERSON/TITLE: \_\_\_\_\_

AUTHORIZED SIGNATURE: \_\_\_\_\_

Print Name and Sign

Date

PROJECT SUMMARY (Provide a brief description of the proposed project, including date(s) and site(s)):

NEIGHBORHOOD(S) TO BE SERVED and CORRESPONDING CITY COUNCIL DISTRICT(S):

Annual operating income (from last completed fiscal year) \$ \_\_\_\_\_

Closing date of fiscal year \_\_\_\_\_

**PROJECTED INCOME** (line 17 on page 22): \$ \_\_\_\_\_

**YOUR CCSD REQUEST** (line 4 on page 22): \$ \_\_\_\_\_

**PROJECTED EXPENSE** (line 28 from page 23): \$ \_\_\_\_\_





**MISSION STATEMENT, PROJECT GOALS AND OBJECTIVES**

On a separate page(s), provide your organization's mission statement and the goals and objectives of your proposed project. The list of objectives will become the terms of your contract with the City, if your event receives funding. Make sure your objectives correspond with your narrative and are supported by your budget. The following information is provided to assist you in formulating your response.

A mission statement is described as follows:

- It is a board-approved statement that articulates a vision.
- It is brief and easily stated.
- It sets boundaries which indicate what you do, or do not do.
- It tells who your customers are.
- It explains in broad terms what you do for your customers.
- It is approximately 25-30 words in length.

*Example: The Uptown Community Development Corporation seeks to promote an economic, social and cultural environment that enhances the quality of life for Uptown residents and visitors.*

A goal is described as follows:

- It is a broad statement that addresses general future accomplishments.
- It relates your project to an identified problem or need.
- It is written in terms of the outcomes of a project or service which you hope to achieve (how things should be).
- It is no more than 1-2 sentences in length.
- You may have more than one (1) goal for your project.
- Each goal should have supporting objectives.

*Example: To create and implement programs and services in partnership with a wide range of Uptown businesses, social service organizations and educational institutions.*

An objective is described as follows:

- It is a means to achieve a project goal.
- It explains the specifics of the methods to be used for the outcomes expected.
- It describes what you are going to accomplish, who and how many will be served and when they will receive the service,
- It should be one (1) sentence in length.
- You may have more than one objective for each goal.

*Example: Co-host the annual Uptown Arts Festival in the fall in collaboration with the Parks and Recreation Center and Uptown Merchant's Association to attract up to 5,000 visitors and 100 Uptown businesses.*



**NARRATIVE**

**I. APPLICANT BACKGROUND AND QUALIFICATIONS (1 page maximum)**

- a. Describe your organization, its existing programs and services and three-year history. Discuss your organizational structure – the role of the board of directors, volunteers and paid staff.
- b. Describe any previous experience your organization has had in planning and implementing projects similar to the one proposed in this application.
  - Provide any information that will help the panel assess the artistic or technical expertise of the people working on the project.

**II. DETAILS OF THE PROJECT (2 page maximum)**

- a. Describe your project:
  - Provide a brief history of the project. How and by whom was the project idea conceived?
  - What activities are you planning? When (dates, times, etc.) where, and how often (daily, weekly, etc.) will activities take place?
- b. Describe the project personnel – administrative and artistic – and the artistic or technical expertise they bring to the project. If the project personnel have not been determined, describe the process and criteria for their recruitment and selection. Describe potential partners (organizations or groups) and how you will work together.
- c. Describe the neighborhood and target population your project will serve:
  - What are the geographic boundaries of the neighborhood and the demographics (median age, income, ethnicity, etc.) of the residents and target population?
  - What factors motivated you to work in this target population? What community needs does your project address?
  - If applicable, how will you engage the target population in the planning and implementation of the project?
- d. Describe your marketing and community outreach activities:
  - How will you make your target population aware of the project and encourage participation?
  - What steps will you take to encourage broad participation, particularly among those with physical disabilities, language, cultural, economic or other barriers?

**III. INTENDED RESULTS - Project Evaluation (1/2 page maximum)**

- Specify and discuss how your project will achieve one or more of the CCSD Intended Outcomes as listed in the Guidelines.

## **FY2007 CREATIVE COMMUNITIES SAN DIEGO**

### **IV. BUDGET (1/2 page maximum)**

- a. How will CCSD funding be used to support your project?
- b. What are your plans to raise the required matching funding?
- c. What will you do if you receive less than the amount requested?
- d. If you are projecting an event surplus, describe how you intend to use the surplus.

### **V. REGIONALLY SIGNIFICANT EVENTS - Project budgets of \$100,000 or more (2 page maximum)**

- a. Explain how the project is significant to the San Diego region.
- b. What marketing strategies do you use to attract visitors from out of town?
- c. What impact do you anticipate your project will make to TOT? What methods does your organization use to measure this impact?
- d. In what ways has your event excelled in terms of local, regional or national attention?
- e. What strategies do you implement to ensure the quality of your event, such as formal auditions for performers, exhibit juries or other policies and practices?
- f. If you are projecting an event surplus, describe how you intend to use the surplus.

## FY2007 CREATIVE COMMUNITIES SAN DIEGO

### AUDIENCE AND VISITOR INFORMATION

1) Indicate the PREVIOUS year (if applicable) and PROJECTED year participant and audience figures for your project:

|  | PREVIOUS | PROJECTED |
|--|----------|-----------|
| a) Total attendance:                     | _____    | _____     |
| b) Number of out-of-city participants*:  | _____    | _____     |
| c) Number of volunteers:                 | _____    | _____     |
| d) Number of vendors (if applicable):    | _____    | _____     |
| e) Single tickets or admissions sold:    | _____    | _____     |
| f) Number of free tickets or admissions: | _____    | _____     |

2) How did you obtain these figures (e.g. for attendance: head count at entrance, surveys, guestbook sign in, ticket sales, etc.)?

3) If your projections are increased or decreased from the prior year, please explain the conditions that will cause the change, such as increased marketing efforts, change of venue or date, etc.

\*Please note this line is for out-of-city participants, not out-of-neighborhood participants. Out-of-city is defined as 50 miles or more from project site.



**REQUIRED AND NON-REQUIRED SUPPORT MATERIALS**

Applicants are encouraged to support and substantiate statements made throughout the application with credible, relevant and current documentation.

**I. REQUIRED**

- Board roster and/or project planning committee roster
- Biographies of key staff and volunteers

**II. NON-REQUIRED**

- Program information, such as sample curricula or training guides
- Marketing plans
- Marketing and outreach materials, such as sample brochures and flyers
- Websites (up to 3 pages of the website)
- Recent critical reviews or feature articles (no more than 3 clippings, no older than 3 years, except national publications)
- Work samples, such as publications or samples of other easy to package projects
- Audio/Visual Materials, such as CDs or DVDs





## BUDGET SUMMARY OVERVIEW

The Income and Expense Budget Summaries provide the panel with a clear financial picture of the proposed project. The Budget Summary columns (Completed (Actual), Current and Projected) align with the City of San Diego fiscal year, which begins July 1 and ends June 30 of each following year. If applicable, applicants should present a three-year overview of their project's financial history – the last completed project budget, the current budget for projects that may be in the planning stages or completed since July 1, 2005, and the projected year budget, for any project to occur July 1, 2006 – June 30, 2007. New projects should present the current and projected year budgets or the projected year only if this project is not being produced in the current year.

### HELPFUL INFORMATION:

- 1) The data you submit must be the most accurate and final information that is available at the time the application is completed.
- 2) Budget notes are required to help the panel gain a better understanding of your financial projections. Use budget notes to:
  - Itemize totals, such as multiple foundation contributions
  - Explain any changes of 10% or more from one year to the next
  - Clarify circumstances that might appear problematic; for example: to explain why certain figures appear large or small for a project of your scope
  - Explain "Other" line items
- 3) Make sure the budget corresponds with the goals, objectives and the narrative.
- 4) Do not change, alter or combine line items.
- 5) Figures rounded to the nearest dollar in the current and projected columns are acceptable.
- 6) Leave line-items blank when there is no activity.

### Notes on In-Kind Contributions:

In order to provide greater support to small, community-based projects, the Commission allows applicants with project budgets of \$30,000 or less to claim the value of in-kind contributions as part of their cash match. For example, an applicant may propose a project requiring \$30,000 in contributed and earned income to meet all expenses. Their cash match requirement is at a 2:1 ratio. Therefore, for every \$1 the City invests, the applicant must demonstrate that it can invest \$2. Under this scenario, the applicant will be required to show \$20,000 in projected contributed and earned income. Up to 50% of the \$20,000 total income, or \$10,000 can be in-kind.

In-kind donations may be durable or non-durable goods, professional services or discounted or free space and rentals, for example. Applicants may not claim their own services and time as in-kind. Also, under these guidelines, artists may not donate their services. Project proposals that include verification of in-kind donations from contributing donors are more competitive.

**BUDGET INSTRUCTIONS**

**BUDGET SUMMARY**

**I. Income**

**A. Contributed**

- 1. Federal Government:** Cash support from grants or appropriations by federal agencies, such as the National Endowment for the Arts, or National Endowment for the Humanities, or block grant funding.
- 2. State Government:** Cash support from grants or appropriations by state agencies, such as the California Arts Council.
- 3. City of San Diego Allocations:** Past and current allocations from the City of San Diego Commission for Arts and Culture.
- 4. CCSD Request:** Projected funding from CCSD, based on matching fund requirement.
- 5. Other Local/Municipal Government:** Cash support from grants or appropriations by other city, county, or regional agencies, including the City of San Diego, San Diego County Enhancement Fund, and the Port of San Diego.
- 6. Individual:** Cash support from individuals, e.g., donations from patrons, board members, cash-on-hand, etc.
- 7. Business/Corporate Contributions:** Cash support from businesses or corporate foundations.
- 8. Foundations:** Cash support from grant-giving nonprofit agencies, such as private or community foundations.
- 9. Fundraising:** Include gross proceeds from benefits, or other special events. Include cash contributions from guilds and auxiliaries.
- 10. In-Kind Contributions:** Include the cash value of in-kind fees and services, durable and non-durable goods, facility or equipment rental, etc.
- 11. Other:** Underwriting, special commissions and any other form of contributions not mentioned above.

**B. Earned**

- 12. Admissions:** Include revenue from admissions, ticket sales, subscriptions, or registration fees, etc.
- 13. Contracted Services:** Include revenue from contracted activities, such as performances or residencies, etc.
- 14. Tuition/Workshops:** Revenue from sale of services (usually to individuals) such as classes, workshops, gallery tours, training sessions.
- 15. Product Sales/Concessions:** Revenue from other sources, such as catalog and t-shirt sales, advertising space in programs, booth rentals, parking fees, refreshment, etc.
- 16. Other:** (please specify)
- 17. TOTAL INCOME:** Sum of lines 1-16.

## II Expenses

### A. Personnel

**18. Artistic/Entertainment:** Includes, but is not limited to, artistic directors, conductors, curators, composers, choreographers, designers and all other artistic personnel involved with the development and implementation of project.

**19. Administrative/Professional:** Includes, but is not limited to program and managing directors, business managers and all other personnel involved with the production and administration of the project.

**20. Technical Production:** Includes, but is not limited to technical directors, costume, lighting and sound crew, stage managers and stage hands, or any other personnel involved with the technical production of the project.

**21. In-Kind Personnel:** The cash value of donated professional services. In-Kind Personnel and In-Kind Operating should balance with In-Kind Contributions on line 10 of the Income Budget Summary.

### B. Operating

**22. Rent and Facility Expenses:** Rental of office space, rehearsal facilities, theaters, halls, galleries, etc., Also, overhead for basic utilities, such as phone, cable, electricity, water, etc.

**23. Materials and Supplies:** Durable and non-durable goods used in the implementation of the project.

**24. Marketing:** Marketing, publicity and promotion costs, such as newspaper, radio and television advertising, printing and mailing of brochures, flyers, posters and banner production, or hospitality associated with promotion, etc.

**25. Fundraising:** Total cost of fundraising activities. Fundraising expenses should relate to fundraising income line-itemed in Contributed Income section of Budget Summary.

**26. In-Kind Operating:** Include the value of donated goods and services. In-Kind Personnel and In-Kind Operating should balance with In-Kind Contributions on line 9 of the Income Budget Summary.

**27. Other:** Include interest charges, liability insurance, miscellaneous operating expenses not included above.

**28. TOTAL EXPENSES:** Sum of lines 18-27.



Applicant Name: \_\_\_\_\_

## Budget Summary (Project Income)

| I. INCOME                        | Completed<br>Actual | Current | Projected | CCSD<br>REQUEST |
|----------------------------------|---------------------|---------|-----------|-----------------|
| <b>A. Contributed</b>            |                     |         |           |                 |
| 1. Federal Government            | _____               | _____   | _____     |                 |
| 2. State Government              | _____               | _____   | _____     |                 |
| 3. City of San Diego Allocations | _____               | _____   | _____     |                 |
| 4. CCSD Request                  |                     |         |           | _____           |
| 5. Other Local/Muni Gov't        |                     |         |           |                 |
| 6. Individual Contributions      | _____               | _____   | _____     |                 |
| 7. Business/Corp Contributions   | _____               | _____   | _____     |                 |
| 8. Foundations                   | _____               | _____   | _____     |                 |
| 9. Fundraising                   | _____               | _____   | _____     |                 |
| 10. *In-Kind Contributions       | _____               | _____   | _____     |                 |
| 11. Other:                       | _____               | _____   | _____     |                 |
| <b>Total Contributed:</b>        | _____               | _____   | _____     |                 |
| <b>B. Earned</b>                 |                     |         |           |                 |
| 12. Admissions                   | _____               | _____   | _____     |                 |
| 13. Contracted Services          | _____               | _____   | _____     |                 |
| 14. Tuition/Workshops            | _____               | _____   | _____     |                 |
| 15. Product Sales/Concessions    | _____               | _____   | _____     |                 |
| 16. Other:                       | _____               | _____   | _____     |                 |
| <b>Total Earned:</b>             | _____               | _____   | _____     |                 |
| <b>17. TOTAL INCOME</b>          | _____               | _____   | _____     | _____           |

\*In-Kind option available only to projects with total projected incomes under \$30,000.



Applicant Name: \_\_\_\_\_

## Budget Summary (Project Expenses)

### II. EXPENSES

#### A. Personnel

|                                 |                            |                 |                              |                         |
|---------------------------------|----------------------------|-----------------|------------------------------|-------------------------|
| 18. Artistic/Entertainment      | <u>Completed</u><br>Actual | <u>*Current</u> | <u>Projected</u><br>Budgeted | CCSD Funds<br>Requested |
| 19. Administrative/Professional |                            |                 |                              |                         |
| 20. Technical Production        |                            |                 |                              |                         |
| 21. **In-Kind Personnel         |                            |                 |                              |                         |
| <b>Total Personnel:</b>         |                            |                 |                              |                         |

#### B. Operating

|                                |  |  |  |  |
|--------------------------------|--|--|--|--|
| 22. Rent and Facility Expenses |  |  |  |  |
| 23. Materials and Supplies     |  |  |  |  |
| 24. Marketing                  |  |  |  |  |
| 25. Fundraising                |  |  |  |  |
| 26. **In-Kind Operating        |  |  |  |  |
| 27. Other:                     |  |  |  |  |
| <b>Total Operating:</b>        |  |  |  |  |
| <b>28. TOTAL EXPENSES</b>      |  |  |  |  |

\*\*In-Kind Personnel and In-Kind Operating expenses must equal In-Kind Income from Budget Summary line 10.





**BUDGET NOTES**

Use the space below to provide annotated budget notes to explain and itemize totals listed in your Budget Summaries. Insure that budget notes correspond to the appropriate line items. Attach additional sheets if necessary.



**APPLICATION CHECKLIST**

Check the boxes below to indicate that you have included all of the **REQUIRED INFORMATION** and **NON-REQUIRED INFORMATION** in the following order:

**REQUIRED INFORMATION**

Basic Application Information Form (original set must include original signature)  
Mission Statement, Goals and Objectives  
Narrative  
Audience and Visitor Information Form  
Budget Summaries (Expense and Income Spreadsheets)  
Annotated Budget Notes  
Board roster and/or project planning committee roster  
Biographies of key staff and volunteers  
Copy of IRS and/or California Franchise Tax Board Tax Exempt Letter  
Application Checklist

**NON-REQUIRED INFORMATION**

- Program information, such as sample curricula or training guides
- Marketing plans
- Marketing and outreach materials, such as sample brochures and flyers
- Website sample pages (up to 3 pages)
- Recent critical reviews or feature articles (no more than 3 clippings, no older than 3 years, except national publications)
- Work samples, such as publications
- Audio/Visual Materials (CDs, DVDs)
- Other

**PACKAGING INSTRUCTIONS**

Please package the **APPLICATION PACKET** as follows:

- 1) Do not bind, use folders, notebooks, etc. to package originals or copies
- 2) Three-Hole punch 12 copy-sets of the **REQUIRED** application materials.
- 3) Submit the **original** application including REQUIRED and NON-REQUIRED materials in a separate envelope with applicant name and the word "Original" clearly marked on the outside.
- 4) Submit **12 copy-sets** in 12 separate envelopes numbered from 1 to 12 and labeled with the applicant name, including all REQUIRED and NON-REQUIRED materials.
- 6) Package **all** (original envelope plus 12 copy-set envelopes) in one mailing container.

**DELIVER OR MAIL TO:**

City of San Diego Commission for Arts and Culture  
Attn: Creative Communities San Diego  
1010 Second Avenue  
Suite 555/West Tower/Fifth Floor  
San Diego, CA 92101-4998

Phone: 619/533-3050



California



Arts Council



NATIONAL  
ENDOWMENT  
FOR THE ARTS

CITY OF SAN DIEGO  
COMMISSION FOR  
ARTS AND CULTURE



VIBRANT CULTURE  
VIBRANT CITY

## CITY OF SAN DIEGO COMMISSION FOR ARTS AND CULTURE

1010 Second Avenue, Suite 555, MS 652

San Diego, CA 92101-4998

TEL: 619/533-3050 FAX: 619/533-3788

[www.sandiego.gov/arts-culture](http://www.sandiego.gov/arts-culture)

This information is available in alternative formats upon request.